Cairns Local Government area

World Heritage Listed Areas – Wet Tropics and the Great Barrier Reef

Cairns Region (Tropical North Queensland)

Regional Population 278,375 (as at June 2016)

Regional Economy $14.2B (as at June 2016)

Population 160,285 (as at June 2016)

Area 1687 SQKM

World Heritage Areas WET TROPICS & THE GREAT BARRIER REEF

Message from the Mayor and CEO ....................... Page 3
Regional Profile.................................................. Page 4
About Cairns Regional Council............................ Page 5
Purpose, Vision, Strategy ...................................... Page 6
About Our Corporate Plan.................................... Page 7
Developing the Corporate Plan, Our Cairns ... Pages 8-10
Strategic Goals – Economy................................. Page 11
Strategic Goals – Natural Assets ......................... Page 12
Strategic Goals – Liveability ............................... Page 13
Strategic Goals – Community & Culture ............. Page 14
Strategic Goals – Serving the Community .......... Page 15
Business Units – Cairns Water & Waste ............... Page 16
Business Units – Cairns Works ........................... Page 17
Cairns Regional Council’s new Corporate Plan, which will guide our operations from 2017 to 2022, has been developed with a clear focus on shaping the future of our city to provide the optimum social, economic and cultural benefits for our residents.

Through initiatives and strategies outlined in the plan, Council will focus on ensuring that Cairns is a place that espouses hope, gives confidence, attracts investment, embraces smart city principles, generates business activity, and creates jobs and opportunity for all. To achieve this, we will work as a team that shares a common vision and goals that will achieve real results and one that will work hard and cohesively for the betterment of the entire region.

This Corporate Plan translates the identified community needs and expectations derived from the Our Cairns survey in 2016 into clear goals and measurable objectives to be achieved over the next five years. Underpinning this are values that will guide the operations of the various departments of Council and ensure our staff are responsive, professional and client-focussed.

The ongoing pursuit of continuous improvement will be present in everything we do – from financial management to capital projects to delivery of community programs. We will strive to do better tomorrow what we do well today.

In serving the community, our most critical of obligations is in providing value for money for ratepayers. We have built a culture of doing more with less. This Council has consistently handed down rates increases of CPI or less in recent years, while delivering record capital works and expanding its scope of services.

Building on this, Council will continue to deliver quality infrastructure and assets that will serve the community for generations to come and meet the needs of a growing population. As a Council, it’s important that we continue to support our business community, in particular to create opportunities to further grow our largest industry, tourism. We recognise the need to provide not only for the 160,000 people who reside within our region, but also the 50,000 visitors who may share our tropical city on any given day.

We must also provide an environment in which our broader economy can thrive; where businesses of all shapes and sizes are encouraged to grow and to innovate; and which invites investment. In doing this, we will strive to be a smart city that embraces existing and emerging technology to meet the needs and expectation of an evolving community. We will apply productive and efficient processes when dealing with development, while ensuring that the unique character and natural beauty of our region is never sacrificed.

We remain steadfast in our commitment to protecting our natural assets including the Heritage-listed Wet Tropics rainforest and the Great Barrier Reef, through our strategies and action plans to reduce the organisation’s impact upon the environment and in providing pathways through which our community can be proactive in taking environmentally responsible actions.

Nothing can be achieved without dedicated and knowledgeable staff. As one of the Far North’s largest employers, Council will continue to value the individual talents of our employees and provide opportunities for career development.

As a Council, it is important that we are able to adapt our approach and remain flexible so we can respond to the conditions we are operating within.

The Corporate Plan is a dynamic document and as such will be reviewed and modified to ensure it is a document that is responsive to the community’s changing demands and expectations.

We live in one of the most beautiful places in the world; we have spectacular landscapes; we are geographically perfectly positioned; and we have abundant mining, agricultural and marine resources and world-class tourism assets. We have many opportunities before us and we are committed to maximising those opportunities for the betterment of our region and its people.

Bob Manning
Mayor

John Andrejic
CEO
REGIONAL PROFILE

The Cairns Region encompasses 1687 square kilometres of land on a narrow coastal strip between the Great Dividing Range and the Coral Sea. It extends from the Eubenangee Swamp (near Mirriwinni) in the south to the Macalister Range (near Ellis Beach) in the north.

The region is part of Australia’s Wet Tropics and is framed by the lush World Heritage listed Wet Tropics rainforest to the west and north and the Coral Sea and World Heritage listed Great Barrier Reef Marine Park to the east. These attributes make the region a world renowned destination.

Cairns city is the principal centre of the region and is centrally located along the coastal strip with sub-regions to the north and south consisting predominantly good quality agricultural land and areas of high ecological significance.

Cairns is Tropical North Queensland’s major commercial, industrial, educational, retail and entertainment centre. It is a sophisticated business centre which incorporates all essential elements of a modern commercial environment and an enriched cosmopolitan lifestyle. It provides a diverse range of high quality professional and business services both locally and internationally to our rapidly expanding Asia Pacific market.

With well-developed transport and logistical networks, extensive health and education services, a high standard of living, affordable housing and vibrant cultural amenities, the Cairns region is an ideal place to live, do business and invest.
Cairns Regional Council is established under the Local Government Act 2009. The elected Council consists of the Mayor and nine Councillors who each represent a division. The administration is headed by the Chief Executive Officer. Cairns Regional Council currently has approximately 1250 staff and an annual budget of more than $294 million. The administration of Council is divided into six departments. Five departments are headed by a General Manager, and Finance is headed by the Chief Financial Officer. Each reports directly to the CEO.

ABOUT CAIRNS REGIONAL COUNCIL

Cairns Regional Council is established under the Local Government Act 2009. The elected Council consists of the Mayor and nine Councillors who each represent a division. The administration is headed by the Chief Executive Officer. Cairns Regional Council currently has approximately 1250 staff and an annual budget of more than $294 million. The administration of Council is divided into six departments. Five departments are headed by a General Manager, and Finance is headed by the Chief Financial Officer. Each reports directly to the CEO.

COUNCIL IS DIVIDED INTO SIX DEPARTMENTS:

COMMUNITY, SPORT AND CULTURAL SERVICES
- Cairns Libraries
- Parks and Leisure
- Community Development
- Cultural Services

FINANCE
- Information Services
- Finance
- Cairns Shared Services
  (incorporating the Customer Service Centre)

PLANNING AND ENVIRONMENT
- Regulatory Services
- Strategic Planning and Approvals

HUMAN RESOURCES & ORGANISATIONAL CHANGE
- Human Resource Management
- Learning and Organisational Development
- Workplace Health and Safety
- Disaster Management
- Governance
- Marketing and Communications

INFRASTRUCTURE SERVICES
- Building & Facilities Management
- Cairns Works Maintenance
- Cairns Works Construction
- Capital Projects Delivery
- Infrastructure Planning

WATER AND WASTE
- Infrastructure
- Waste Management
- Operations

AND HAS SIX STANDING COMMITTEES:

- CULTURAL SERVICES
- GOVERNANCE
- INFRASTRUCTURE SERVICES
- PLANNING AND ENVIRONMENT
- SPORT AND COMMUNITY SERVICES
- WATER AND WASTE
OUR PURPOSE

To serve the community

OUR VISION

We will:

- Value our natural environment, lifestyle and surroundings
- Support and respect distinctive and vibrant communities
- Be innovative and creative, grow and diversify our economy

OUR STRATEGY

To promote an environment which values and enhances our unique lifestyle, iconic natural assets, supports a sense of community and furthers our economic prosperity

OUR STRATEGIC GOALS

- Economy
- Natural Assets
- Liveability
- Community and Culture
- Serving the Community
The Corporate Plan provides direction for Council to achieve a sustainable future for the region. Contained in the Corporate Plan are Strategic Goals, Outcomes and Strategic Actions which provide the direction from which other Council plans, policies and strategies are developed. The Corporate Plan objectives will be delivered through annual operational plan initiatives and resourced by capital and operational budgets. Annual operational plans and quarterly progress reports will demonstrate Council’s progress in implementation of the Corporate Plan.

**GUIDING PRINCIPLES**

Cairns Regional Council recognises that as communities change and develop, the role of Local Government must evolve. Whilst Local Government has a key role in the delivery of municipal services, Council understands that it has a responsibility to the community to deliver a more comprehensive and sustainable approach to the management and development of this region. To do this, Council will adopt an approach to civic leadership and decision making whereby economic, environmental, and community considerations are equally embraced for the well-being of present and future generations.

**MEASURING SUCCESS OF OUR CORPORATE PLAN**

Through Council’s Integrated planning framework, the Corporate Plan is linked to its Operational Plan initiatives via Strategic Actions. Council will report on the progress of delivering on its long term objectives through quarterly reports on activities undertaken in the Operational Plan. Further reporting on the Corporate Plan progress will be undertaken when Council produces its Annual Report.
DEVELOPING THE CORPORATE PLAN

To develop this Corporate Plan for 2017-2022, Cairns Regional Council considered local and regional issues as identified by the Our Cairns community project and survey which were then explored by Councillors and the executive management team at a series of workshops and discussion forums.

THE PROJECT

Council engaged consultants, Articulous Communications, to assist in the development of the survey, to facilitate the forums, and to assist in the analysis of the results. The Our Cairns project included:

- Engaging with approximately 1500 residents at the 2016 Cairns Show in July
- The Our Cairns Community Survey (conducted 1 - 31 August 2016)
- The Avatar Survey (conducted 1 - 31 August 2016)
- The Compass Research Our Cairns Telephone Survey (August – September 2016)
- The Our Cairns Community Forum (conducted 14 September 2016), and
- The Our Cairns Stakeholder Forum (conducted 15 September 2016)

THE PURPOSE

Our Cairns sought to:

- Engage widely with the local community, businesses, and other stakeholders across the region to identify their vision and key priorities for Cairns to assist Council to plan for a positive future through the development of its new Corporate Plan
- Genuinely understand the community’s values, how people want to live, how people envisage their future, and what’s most important to them.
- Identify how Council and the community can work together to meet these key priorities, and how this can be achieved practically
- Encourage a greater level of interest and participation from parts of the community that might otherwise not be willing to engage, and
- Assess Council’s overall performance and to identify issues on a suburb basis with a view to improving operational services
PARTICIPATION

The community survey, which was self-selecting, attracted 6446 respondents – an unprecedented result and far in excess of Council’s expectations, given that previous community surveys had only yielded 500-600 responses. The majority (5766) of respondents opted to do the survey online, with 680 completing a hard copy version.

Of the respondents who completed the survey, 78% owned property in the Cairns region. The largest age group was aged between 45-54 (23%), and 57% of respondents were female.

As part of the survey, participants submitted more than 1200 photographs to depict what they love about Cairns and what they would like to see in Cairns.

The Avatar survey, which was used to identify values, attracted 943 respondents.

The telephone survey was a random sample of 300 households structured to reflect the appropriate proportions of the population in the Cairns Regional Council area by age and gender.

The two forums were held after the survey to explore the results and look at priorities for the future. The Community Forum was attended by 85 randomly selected residents representing all nine divisions, while the Stakeholder Forum involved 70 representatives from local industry, government and businesses.

OUTCOMES

OUR CAIRNS COMMUNITY SURVEY AND TELEPHONE SURVEY

Clear themes emerged from residents’ responses to a number of questions in the survey which were aimed at identifying a future vision for Cairns.
Our Cairns Forums

The Our Cairns forums were conducted over two days during which hundreds of insights, suggestions and ideas were gathered. Generally, the ideas can be clustered under a number of themes:

Community Forum

Key Themes
- Diversifying and future proofing the economy
- Improving transport options and easing traffic congestion
- Securing jobs for youth
- Building a sustainable future for Cairns
- Ensuring clean living, sustainability and renewable or ‘green’ energy resources
- Protecting the environment and its assets
- Keeping Cairns green
- Providing more culture, events and services
- Seeking more regular communication from Council

Stakeholder Forum

Key Themes
- Planning for traffic and transport as a smart city
- Continuing to support tourism but growing the economy in other ways
- Growing education opportunities
- Maintaining the lifestyle of Cairns
- Looking at other key priorities including equality and access, diversity, partnerships, and community services
- Building stronger and more partnerships across government and the private sector
- Looking at technologically advanced ways to protect the environment
- Focusing on developing a smart city, using technology and resources to drive innovation
- Ensuring equality in service provision for all members of the community
- Council planning with input from sectors and other groups
- Seeking grants for cultural activities

Future Strengths of Cairns as Recorded in the Our Cairns Survey

Respondents wanted Cairns’ future strengths to remain its natural assets and its vibrant events and activities base, but with a diverse economy; flowing traffic; where the region’s sustainability is evidenced in its clean air and waterways, sustainable energy and waste resource recovery; and a Smart region that uses technology to support its lifestyle, community and economy.

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>47%</td>
<td>A green, tropical region that values our natural assets</td>
</tr>
<tr>
<td>28%</td>
<td>A region with a diverse economy</td>
</tr>
<tr>
<td>24%</td>
<td>A vibrant region with events and activities for the whole community</td>
</tr>
<tr>
<td>23%</td>
<td>A region that has clean air and waterways, sustainable energy and waste resource recovery</td>
</tr>
<tr>
<td>20%</td>
<td>A region where traffic moves and makes it easy for locals and tourists to get to their destination</td>
</tr>
<tr>
<td>20%</td>
<td>A Smart region that uses technology solutions to support a livable, vibrant, productive, sustainable community</td>
</tr>
<tr>
<td>18%</td>
<td>A region with excellent medical services and expertise</td>
</tr>
<tr>
<td>18%</td>
<td>A region tourists want to visit</td>
</tr>
<tr>
<td>16%</td>
<td>A relaxed region, where you can wear short sleeves and sandals and be taken seriously</td>
</tr>
<tr>
<td>15%</td>
<td>A region well connected by public transport</td>
</tr>
<tr>
<td>10%</td>
<td>A region with quality education from prep to tertiary</td>
</tr>
<tr>
<td>9%</td>
<td>A region with the technology that makes it possible to compete on the national and global market</td>
</tr>
<tr>
<td>9%</td>
<td>A region that knows how to survive and recover from natural disaster</td>
</tr>
<tr>
<td>4%</td>
<td>An economy led by tourism</td>
</tr>
</tbody>
</table>
STRATEGIC GOALS

1. ECONOMY

WHAT WE WANT TO SEE IN 2022

A strong, diversified and resilient regional economy that supports the growth of new and existing industry, business activities and provides long term employment opportunities

STRATEGIC OBJECTIVES

over the next 5 years our strategic objectives are

- Support a strong and diverse economy
- Continue to grow a strong Tourism economy and recognise its value to the region
- Grow and sustain employment and education opportunities
- Deliver events, activities and performances that bring economic and social benefits to the community
- Embrace a smart communities agenda and inspire innovation and entrepreneurship through access to technology and resources

HOW WE WILL MEASURE OUR PERFORMANCE

- Diversification and growth in the economy
- Employment growth and tourism numbers
- Attendance numbers and economic return on events across the region
- Economic policies for development & investment are established
- Smart Communities initiatives developed
- Our Cairns 2019

KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

- Economic Development & Innovation Strategy
- Tourism North Queensland (TNQ) Prioritisation Strategy
- Local Government Infrastructure Plan (LGIP)
- Smart Communities Action Plan
- Babinda and Gordonvale Economic Development Plans

2017-2022 CORPORATE PLAN 011 CAIRNS REGIONAL COUNCIL
2. NATURAL ASSETS

WHAT WE WANT TO SEE IN 2022
That our iconic natural assets are maintained, enhanced and connected

STRATEGIC OBJECTIVES
over the next 5 years our strategic objectives are

- Value and protect Cairns pristine natural environment
- Make better use of our natural resources
- Grow renewable energy sources
- Maintain clean air, water and waste

HOW WE WILL MEASURE OUR PERFORMANCE

- Reduction of carbon emissions by council
- Quality of our waterways
- Council’s resource recovery rate
- State of Environment Report
- Our Cairns 2019

KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

- Water Security Strategy
- Cairns Plan
- Biodiversity Strategy
- Energy Management Plan
- Reef Guardian Action Plan
- Water Demand Management Strategy
3. LIVEABILITY

WHAT WE WANT TO SEE IN 2022
A safe and secure city that is easy to live in and connected to the world

STRAategic OBJECTIVES
over the next 5 years our strategic objectives are

Maintain the regions relaxed nature

Improve transport (provide sustainable transport options)

Enhance wellbeing and safety in the community

Ensure our communities are prepared for disasters by strong community education and awareness programs

Provide equal services, employment and education opportunities to everyone

HOW WE WILL MEASURE OUR PERFORMANCE

Population growth

Number of ‘open data sets’ available to the community

Our Cairns Survey 2019

KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

Cairns Plan

Economic Development & Innovation Strategy

CBD Master Plan

Integrated Transport Study

Parks and Recreation Strategic Plan

Cultural Plan

Local Disaster Management Plan
4. COMMUNITY & CULTURE

WHAT WE WANT TO SEE IN 2022
A vibrant, inclusive and healthy community with access to services and facilities which reflect its unique character, roles and needs

STRATEGIC OBJECTIVES
over the next 5 years our strategic objectives are

- Support a rich and diverse culture through accessible public facilities and community initiatives.
- Be recognised as the Arts and Cultural Capital of Northern Australia.
- Build vibrancy through community events and activities.
- Support social and community groups.
- Culture, heritage and place are valued, shared and celebrated.

HOW WE WILL MEASURE OUR PERFORMANCE

- Increased attendance at council organised events
- Community Strategies and Plans implemented
- Community participation in engagement activities
- Our Cairns 2019

KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

- Community Sustainability Grants
- Cultural Plan
- Cairns Performing Arts Centre (CPAC)
- Gallery Precinct
- Reconciliation Action Plan
- Parks and Recreation Strategic Plan
- Libraries Strategic Plan
5. SERVING THE COMMUNITY

WHAT WE WANT TO SEE IN 2022
An efficient organisation providing best practices service delivery through leadership, effective management of people, assets and finances

STRATEGIC OBJECTIVES
over the next 5 years our strategic objectives are

- Deliver best value customer service to the community
- Encourage an organisational culture of continuous improvement and business efficiencies
- Collaborate and build working partnerships between community and government to plan and deliver better services
- Considered decision-making based on collaboration, transparent and accountable leadership
- Promote a safety culture of ‘everyone home safe & well today and everyday’

HOW WE WILL MEASURE OUR PERFORMANCE

- Delivery of capital projects in line with key milestones and agreed cost targets
- Balanced Budget
- Rates Benchmarking
- Our Cairns survey 2019
- Proportion of on-line customer interaction
- Customer Satisfaction Index

KEY STRATEGIES, PLANS, SERVICES AND ONGOING ACTIVITIES THAT SUPPORT THIS GOAL

- 10 Year Financial Forecast
- Asset Management Plan
- Annual Operational Plan
- Risk Management Framework
- Service Quality Strategy
Cairns Water and Waste (hereafter referred to as Water and Waste) is comprised of two separate commercialised business units of Cairns Regional Council with charters for:

**WATER**
- Supplying safe, reliable drinking water to consumers
- Collection and treatment of domestic sewerage, commercial and industrial trade waste
- Planning, maintenance and delivering water and wastewater infrastructure for the community

**WASTE (Resource Recovery)**
- Collection, recycling and disposal of domestic, commercial and industrial solid waste
- Planning, maintenance and delivering waste infrastructure for the community

Water and Waste has three service delivery areas comprising water supply, wastewater collection and treatment, and waste collection and management. For reporting purposes under National Competition Policy, Water and Waste is classed as providing two significant business activities, these being water and wastewater (collectively) and waste (resource recovery) management. Both the Water and Waste businesses are considered Type 1 business activities under the Local Government Act 2009. Accordingly, these businesses have been commercialised under this legislation and report to Council as such.

**WATER & WASTE’S MISSION**

*To deliver quality and reliable water, wastewater and waste services that meet the needs of our community.*

In all undertakings, Water and Waste strives to achieve service provision to the Cairns community in a manner which maximises both Council and community ideals. This is achieved through economic, social and environmental objectives being assessed in all stages of Water and Waste operations from long-term planning through to operational delivery.
Cairns Works Construction (CWC) is a commercialised business unit of Cairns Regional Council. CWC’s mission is to safely construct civil engineering projects for Cairns Regional Council and external clients that are on time, within budget and to specification.

The high level objectives of the CWC business unit are:
- Deliver capital works construction projects including transport and drainage infrastructure, and other civil works; and
- Undertake construction work for external clients including the Queensland Department of Transport and Main Roads.

NATURE AND EXTENT OF BUSINESS ACTIVITY
CWC provides civil engineering construction services to Cairns Regional Council in the areas of:
- Transport
- Drainage, and
- Parks and foreshores
The Unit also engages in the provision of civil projects to external customers including State agencies and the private sector.